

NOW has a similar membership arrangement as GSUSA. It also has a category for an at-large member, who is not a member of a local chapter.

The NUL has no membership structure, although the local affiliates can have members. Individuals can be "volunteers" at the national level, but there are no dues collected from individuals to support the NUL.

### National Association Financing

Apart from the NUL model, membership dues are an important source of funds for most national organizations. In general, dues can be collected at the local level and/or at the national level. While there are advantages and disadvantages to either method, a key consideration involves the speed with which the designated portion of the funds are sent to other levels. The slowness of the national organizations to send funds through to the local or state affiliates can cause a lag in program start-up, demoralization, and cash flow problems. Similarly, delays in the local groups sending money to the national office, especially one that is very dependent on the dues money for its operation, can present serious cash flow problems.

Another generic issue is one of financial support or subsidies coming from the national to the local affiliates. Aside from subsidies to start new affiliates, financial support is most often in the form of grants for specific projects at the local level that are of national importance. Care must be taken to clearly define the terms and conditions of these grants so that neither undue competition is fostered nor resentment generated when a local proposal is turned down.

As would be expected, each of the three national associations interviewed has different financing arrangements. The national GSUSA receives all membership dues; none are rebated to the local councils. The national organization, however, does engage in collaborative fund raising with local councils. There is a policy in place that allows national fund raising only from sources whose scope is national and only after "advising and coordinating" with the local council in whose jurisdiction the funding source is located. The opposite also holds: local councils can seek funds from national sources but only after "advising and coordinating" with the national office.

The CSUSA sources of revenue include membership dues, sale of equipment and material, grants and contributions, and investment income. The local council revenue is derived from cookie sales, United Way, grants, gifts, and other special fund raising events.

Most of NOW's revenue is derived from local fund raising efforts and direct mail approaches. Dues from chapter members are collected locally and portions are sent to national "on a monthly basis." Dues from at-large members are collected nationally, with rebates sent to the local and state areas of the members' residence.

The NUL derives most of its income from corporate, foundation, and government grants. Only 14% of NUL revenue is from the affiliates. This revenue comes from the 4.5% United Way pass-through. The NUL engages extensively in the kind of national grant support for local affiliates cited in the beginning of this section, i.e., the national office initiates new programs by securing the funding for both the national and local office program expenses. Many of the local affiliate projects and programs are funded in this manner. As for the operating budget of the local affiliates, nearly 70% comes from the United Way.

## C. PERCEPTIONS OF SELECTED ASPIRA NATIONAL OFFICE FUNDERS

### Introduction

During the fiscal years 1980-1984 ASPIRA's National Office received the vast majority of its funding from corporate and foundation grants. In FY 1984, 83% of the National Office's funding was derived from these grants (see Table 1). During this same fiscal year forty-four (44) grants were received. The median amount of these grants was \$2500, while the mean amount was \$5,153. (See APPENDIX I for a detailed summary of grants by contributor for the fiscal years 1980-1985.)

Table 2 presents the unadjusted gross corporate foundation income for the fiscal years 1980-1985, as well as the adjusted income in 1980 dollars. From this table, one can see that the adjusted income for FY 1985 has about the same purchasing power as the unadjusted income from FY 1980, even though the unadjusted income is \$54,545 greater in 1985.

Given that the funding support for the National Office is dependent on corporate and foundation grants, it was a very wise decision to authorize the telephone survey of a selected sample of National Office funders to learn whether or not the proposed relocation would have an adverse impact on future corporate and foundation funding.

### Survey Results

Telephone interviews were conducted with six funding sources (see Table 3 for summary findings). Assuming that the respondents are representative of the other National Office corporate and foundation funders, there appears to be little or no risk in relocating to Washington, D. C. In fact, three (3) of the six (6) respondents actually support the proposed move, while two (2) others responded neutrally.

In addition to learning about the impact on future funding, the survey also collected intelligence on the funder's perception of ASPIRA's strengths and weaknesses, as well as key issues facing U.S. Hispanics today.

Perceived strengths of ASPIRA include:

- o the organization's commitment to excellence
- o its success in helping Hispanics attend college
- o its willingness to assist non-Puerto Rican Hispanics
- o its successful track record in Hispanic leadership development
- o its National Executive Director

Perceived weaknesses of ASPIRA include:

- o slow organizational growth and development
- o an over reliance on grant funding and the corresponding lack of unrestricted financial resources
- o its primary identification as a Puerto Rican organization

Key issues facing U.S. Hispanics as perceived by National Office grantmakers include:

- o Education
- o Income security, jobs, unemployment, etc.
- o Integration into the mainstream of U.S. society

TABLE 1

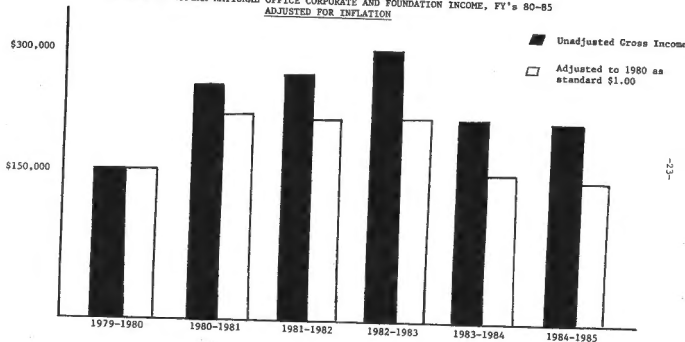
## SUMMARY OF ASPIRA NATIONAL OFFICE INCOME, FY's 80-84

Income Source	FY 79/80	80/81	81/82	82/83	83/84	83-84 %
Corporations and Foundations	189,815	249,549	212,457	193,355	200,831	.83
Administrative Overhead	-	53,893	57,056	12,187	8,153	.03
Miscellaneous (Interest, Other)	24,488	31,795	2,485	9,367	35,135	.14
Community	98	73	6,232	140	-	
(Transfers to Affiliates)	(15,000)	( - )	( 5,922)	( 3,422)	(1,600)	
Total:	199,401	335,310	272,308	211,627	242,519	100.

Source: ASPIRA of America Audited Financial Statements, Fiscal Years 1980-1984

TABLE 2

SUMMARY OF ASPIRA NATIONAL OFFICE CORPORATE AND FOUNDATION INCOME, FY's 80-85  
ADJUSTED FOR INFLATION



Sources: ASPIRA National Office Donor Records  
U. S. Bureau of Labor Statistics Economic Analysis

TABLE 3

SUMMARY OF INTERVIEWS WITH SELECTED FUNDERS

<u>Funding Source/ Person Interviewed/ Level of Support</u>	<u>Perceived ASPIRA Strength</u>	<u>Perceived ASPIRA Weakness</u>	<u>Perceived Key Issues Facing Hispanics</u>	<u>Reaction to Planned National Office Relocation</u>
1. AETNA Gail Promboin \$185,000 between FY's 80-85	Success in helping Hispanics get college educations	Grant management problems around time of National Executive Director transition	Education; jobs	Neutral; Washington D.C. is as expensive as NYC.
2. FORD FOUNDATION William Diaz \$25,000 for current FY	As Aspirante and former NY and National Board Chairman, Dr. Diaz knows program works	Heavy reliance on federal and foundation grant funding	Education; income security; Hispanic unity	Probably a good move.
3. GULF & WESTERN FOUNDATION Gloria White \$28,000 between FY's 80-85	Organization's programs are successful. National Office is needed to support Associates.	Not well enough known; she doesn't understand all programs	Education; unemployment; jobs	Not sure it's a good idea or how she feels about it. Maybe ASPIRA feels the need.
4. IBM Charles Bowen \$120,000 between FY's 80-86	Organization's emphasis on excellence. "I'm very sold on ASPIRA."	Hasn't grown much since 1960's	Education; jobs; upward mobility; integration into society	Will not affect future funding.
5. R. W. JOHNSON FDN Rolando Thorne \$1.7 M over past 12 years	Evolution from focus on Puerto Ricans to all Hispanics; development of chapters in key cities.	Primary identification as Puerto Rican program	Education; drop-outs; economic parity	Supports move
6. UNITED WAY OF AMERICA Bamp Coley Not a funding source	Juan Rosario	Lack of financial resources	Urban minorities; economic equity	Supports move

D. PRELIMINARY ANALYSIS OF ASPIRA ASSOCIATE AND AFFILIATE FUNDING

As is the case with the ASPIRA National Office funding, the Associates and Affiliate are very dependent upon grants. Although several Associates have retained fund raising consultants to assist them with resources development, fund raising continues to be the major ASPIRA organizational challenge. Section III A of this report documents the following:

1. Fund raising training is the major ASPIRA Board development need.
2. Additional funds for tuition reimbursement are required to meet the major ASPIRA Associate staff development need.
3. Fund raising is the major Associate weakness.
4. The major Associate administrative problems are all related to fund raising and resources development.
5. The extremely important Health Careers Programs is in financial trouble.
6. Four (4) of five (5) Associates would like to be operating a Business Careers Program, if it were not for the lack of funds.
7. All six (6) Associates are interested in the possible development of an ASPIRA Association Scholarship Fund.
8. All six (6) Associates feel additional unrestricted income is required to maintain and/or expand their Leadership Development Program.

Table 4 summarizes existing and planned Associate funding via grants. Table 5 summarizes existing and planned Associate funding without grants. A quick review of these tables documents the uneven emphasis the ASPIRA Associates place on fund raising through grants. This problem is identical to the National Office situation discussed in the preceding section.



TABLE 4

## ASPIRA ASSOCIATE AND AFFILIATE FUNDING SOURCES: GRANTSMANSHIP

<u>Associate/ Affiliate</u>	<u>U.S. DoE Talent Search</u>	<u>Federal DHHS/PHS</u>	<u>Title XX</u>	<u>Federal Block Grants</u>	<u>Federal Revenue Sharing</u>	<u>Other Federal Funds</u>	<u>State DoE Funds</u>	<u>Other State Funds</u>
Florida					x	x	x	
Illinois	x	x					•	
New Jersey	x	x	x	x				x
New York	x	x						
Pennsylvania	x	x					•	
Puerto Rico	x	x				x		

x = Identifies existing fund raising activities

• = Identifies planned future fund raising activities

NOTE: Information is preliminary because timetable did not allow for verification

TABLE 5

## ASPIRA ASSOCIATE AND AFFILIATE FUNDING SOURCES: FUND RAISING WITHOUT GRANTS

<u>Associate/ Affiliate</u>	<u>United Way</u>	<u>Corporate Executives</u>	<u>Special Events</u>	<u>Direct Mail</u>	<u>Membership</u>	<u>Investments</u>	<u>Deferred Giving</u>	<u>Profit- making Subsidiary</u>	<u>Alumni</u>
Florida	x	x	•	•					
Illinois	•								
New Jersey	x		x		x				•
New York			x						•
Pennsylvania	x	•	x	x		•	•		
Puerto Rico	x		x						x

x = Identifies existing fund raising activities

• = Identifies planned future fund raising activities

NOTE: Information is preliminary because timetable did not allow for verification

## E. Summary of Findings

### CRITICAL ISSUES

1. Effect of relocation on ASPIRA mission, goals, and long range plans.
2. Effect of relocation on current and future funding.
3. Effect of relocation on National Office operating expenses.

### FINDINGS

- o No information was uncovered which indicated that relocation will adversely affect ASPIRA's continued growth and development. In fact, relocation was essentially seen as a foregone conclusion.
- o Relocation will probably facilitate increased collaboration among ASPIRA movement participants.
- o Relocation will enable National Office to hire new staff who can respond to Associate program and resource development needs.
- o Funders who were interviewed will continue their support.
- Revitalized national presence should facilitate image-building with prospective funders.
- o Closer proximity to United Way of America will facilitate the assessment of benefits and drawbacks of United Way funding.
- o Washington D. C. is as expensive a market as New York City
- o Hiring of National Office staff can be incrementally coordinated with resource development.
- o Group purchasing and computer networking opportunities need further study.

CRITICAL ISSUES

FINDINGS

4. Effect of relocation on program activities.

o Current Associate programs will not be hurt by National office relocation.

o Policy research and advocacy activities will be enhanced.

o Organizational networking with other National Associations will be enhanced.

5. What new programs and services do Associates desire from National Office?

o Assistance with Board and staff inservice education.

o Assistance with resource development.

o Assistance with Health Careers Program maintenance.

o Assistance with Business Careers Program development.

o Possible assistance with evaluation of Leadership Development Programming.

o Implementation of proposed Public Policy Leadership Intern Program.

o Policy research and advocacy on issues re: educational attainment.

o Publication of an ASPIRA Association Newsletter.

CRITICAL ISSUES

6. Lessons to be learned from other National associations.

FINDINGS

- o There is no one best way to organize a national association; it depends on organizational goals and preferences.
- o Responsibilities of respective parties must be clearly defined (see APPENDIX III).
- o Collect membership dues at the local level, where there's an incentive for aggressive membership renewal campaigns.

#### IV. RECOMMENDATIONS

This final section of the Feasibility Study Report presents a series of recommendations concerning National Office relocation and National Association organizational development activities.

1. The relocation of the National Office to Washington, D. C. should take place as soon as possible. It is not necessary to wait until the larger issues of organizational restructuring are finalized.
2. As the National Executive Director moves forward in hiring his staff, consideration should be given to employing persons with prior experience in working for a national association.
3. Every attempt should be made to diversify ASPIRA National Office funding support; the dependence on government, foundation, and corporate grants does not provide enough flexibility.
4. The National Office, in collaboration with the ASPIRA Associates and Affiliates, should develop a proposed workplan for meeting the educational needs of ASPIRA Board and staff.
5. The National Board should consider endorsing the following fund raising recommendations:

##### Recommended Priority National Office Fund Raising Activities

- Development of an "ASPIRA Movement Alumni Association," which would benefit the National Office, as well as the Associates and Affiliate.
- Solicitation of a one-time grant to underwrite a year long campaign to identify Aspirantes living throughout the United States and Puerto Rico; these individuals are the primary prospects for an Alumni campaign.
- Provision of staff support to a committee that would be "charged" with developing a strategy to ensure the continuation of the highly successful Health Careers Program.

- Development of a direct mail fund raising campaign that is targeted to constituents, friends, and supporters nationwide (e.g., bilingual educators, urban school principals).
- Establishment of an ASPIRA Movement Newsletter that would help groom existing and future supporters. This newsletter should be widely circulated and might be partially supported through paid advertisements.

Recommended Priority Fund Raising Activities For Associates and Affiliate(s):

- Development of a membership campaign of youths participating in the ASPIRA Clubs. All proceeds from this campaign should remain at the local level.
  - Development of an adult membership campaign that is targeted to parents, staff, local educators, friends, etc. All proceeds from this campaign should also remain at the local level.
6. The National Board should create appropriate mechanisms for discussing the following issues which were identified during the course of the study:
- There is a need to develop organizational policy regarding the election of non-Puerto Ricans to ASPIRA Boards and the geographic service areas that Chartered Associates and Affiliates would serve.
  - There is a need to further explore the feasibility of 1) computer networking between the various ASPIRA offices, 2) group purchasing by the ASPIRA family, and 3) the potential development of a national ASPIRA Scholarship Fund.

## APPENDIX I

ASPIRA  
NATIONAL OFFICE  
CORPORATE & FOUNDATION FUND RAISING SUMMARY  
FY 79-80 through 84-85

Contributor	79-80	80-81	81-82	82-83	83-84	84-85	6 Year Cumulative Total
Advest, Inc.	100	250	250	250	250		1,100
Aetna	5,000	5,000	5,000	90,000	15,000		120,000
AFSCME-Local 1219 AFL-CIO			65,000				65,000
Amax Foundation, Inc.	2,000	2,500	1,250	1,000	2,000	200	450
ABC	2,500	2,000	-	2,000	2,000	1,500	10,250
American Stock Exchange	-	-	500			2,000	10,500
ATT	5,000	7,500	7,500	7,500	7,500	-	500
Anheuser Busch, Inc.*				1,000	1,000	5,000	35,000
Atlantic Richfield Found.	5,000						7,000
	5,000						5,000
Avon Products Found	-	2,000	2,000	-	-	-	5,000
Bacardi Imports		100	-	-	-	-	4,000
Bressler Lipsitz & Rosenberg	-	-	50	-	-	-	100
Bristol Myers Fund	1,000	2,000	2,000	2,500	3,000	3,500	50
Sam & Louise Campe Found	250	250	250	-	500	-	14,000
Celanese Corp	1,000	1,000	1,000	1,000	1,500	-	1,250
CIT Found	1,250	1,250	1,250	1,500	-	-	7,500
			1,250				5,250
Colgate Palmolive Co	-	-	2,000	-	-	500	1,250
Colt Industries	500	250	250	250	250	250	2,500
Continental Group Found.Inc.	2,500	-	2,000	-	2,500	-	1,750
Culbro Corp	500	500	600	500	500	500	7,000
DeWitt Wallace Fund	38,115	38,636	40,757	42,530	42,381	54,510	3,100
Equitable Life	5,000	7,500	7,500	7,500	7,500	7,500	256,929
						11,500	42,500
Exxon Corp	10,000	12,500	13,500	13,500	13,500	15,000	11,500
First Fed Savings & Loan of Rochester				25	-	-	78,000
General Motors	5,000	5,000	5,000	5,000	7,500	7,500	25
							35,000
Gulf & Western Found	5,000	6,000	6,000	6,000	5,000	-	28,000
Gimprich Family Fund				1,000			1,000
Goya Foods		500	-	-	-	-	500
Grow Group, Inc.	200	200	200	200	-	-	800
Hearst Foundation		10,000	-	-	-	-	10,000
Hilton International	2,000	2,000	2,500	3,000	4,000	4,500	18,000
The Hong Kong & Shanghai Banking Corp				100	150	150	400
Subtotal:	96,915	106,936	167,607	186,455	116,181	116,110	790,204

\* Anheuser-Busch contributed \$4,000 in FY 85/86



ASPIRA  
NATIONAL OFFICE  
CORPORATE & FOUNDATION FUND RAISING SUMMARY  
FY 79-80 through FY 84-85

Contributor	79-80	80-81	81-82	82-83	83-84	84-85	6 yr Cumulative Total
IBM	-	20,000					20,000
International Paper Co Fund	-	20,000	20,000	20,000	20,000	20,000	100,000
ntn'l Tel & Tel	2,000	2,000	2,500	2,500	-	-	7,500
. C. Penney Co	750	1,000	1,000	2,000	2,500	2,500	6,000
MART	1,000	1,000	1,000	1,000	1,300	1,300	9,750
erner Stores	500	500	300	-	-	-	6,600
McGraw Hill Fund, Inc.	1,000	2,000	2,000	2,500	3,000	-	1,300
Charles Merrill, Jr.	1,000	2,000	2,000	-	-	-	10,500
Charles Merrill Trust	-	20,000	-	-	-	-	5,000
Manhattan Life Ins. Co.	-	-	2,000	2,000	2,000	-	20,000
Metropolitan Life Fnd	5,000	5,000	5,000	7,000	7,000	7,000	6,000
Mobile Oil Corp	3,000	3,000	3,000	3,000	2,200	2,000	36,000
Henry & Lucy Moses Fund, Inc.	-	1,000	-	1,000	1,500	1,500	16,200
BC	-	1,300	-	-	-	-	5,000
L Industries	500	750	750	750	1,000	-	1,300
epsCo Foundation, Inc.	-	-	3,000	3,000	7,500	10,000	3,750
Fizer, Inc.	1,000	1,000	1,200	1,500	2,500	2,500	23,500
enn Central Corp	-	750	750	-	750	-	9,700
CA	1,000	1,000	1,000	2,000	2,000	-	2,250
. J. Reynolds Industries	5,000	5,000	5,000	5,000	-	5,000	7,000
CM Corp	-	-	-	-	-	1,500	25,000
ears, Roebuck & Co	5,000	5,000	5,000	5,000	5,000	7,500	1,500
& J Communication	500	-	-	-	-	-	32,500
nger Co. Foundation	-	-	500	-	-	-	500
ny Corp of Amer. Found Inc.	1,000	1,000	-	-	-	-	500
ve S & H Foundation	2,500	3,000	2,000	-	-	-	2,000
terling Drug, Inc.	-	-	-	1,500	1,500	-	7,500
quibb Corp	1,000	1,000	1,000	1,500	-	-	3,000
exaco, Inc.	1,000	1,500	1,500	1,500	1,500	-	4,500
ime, Inc.	5,000	5,000	6,000	8,000	8,000	8,000	7,000
unker Foundation	-	9,000	-	-	-	-	40,000
W	-	-	-	-	2,500	2,500	9,000
. S. Steel Foundation	10,000	10,000	10,000	10,000	10,000	10,000	5,000
ion Carbide Corp	5,000	8,000	8,000	8,000	8,000	8,000	60,000
rrner-Lambert Foundation	5,000	5,000	6,000	6,000	8,000	8,000	45,000
. W. Woolworth	500	500	500	500	-	500	38,000
estern Electric	3,000	5,000	5,000	5,000	5,000	-	2,500
erner Communications	1,500	2,000	2,500	3,500	-	-	23,000
algreen Benefit Fund	-	-	250	250	300	300	9,500
rox Fund	7,500	7,500	7,500	7,500	7,500	7,500	1,100
							45,000
Subtotal	70,250	153,300	108,250	111,500	110,550	105,600	659,450
Subtotal (fm Page 1)	96,915	106,936	167,607	186,455	116,181	116,110	790,204
Grand Total:	167,165	260,236	275,857	297,955	226,731	221,710	1,449,654

## Girl Scout National Organization: Areas of Work

### Research, Development, and Delivery of Services to Girl Scout Councils

Provide membership development services and a membership registration system.

Develop Girl Scout program and resource materials.

Develop policies, procedures, and guidelines for program implementation by councils.

Provide adult education guidelines, training, and career development opportunities for volunteers and executive staff.

Provide guidelines and assistance in the recruitment, development, and retention of qualified employed staff.

Provide communications tools and resources.

Provide management and planning services for councils.

Give guidance on council fund raising and fiscal management.

Give guidance to councils on legal and pertinent legislative matters.

Provide process and tools for evaluating council effectiveness.

Make insurance available for purchase and provide accident insurance coverage for members.

Authorize and make Girl Scout uniforms and other equipment available.

### Management of the Corporation

Direct, coordinate, and give leadership to the movement.

Establish long-range corporate goals and a management process to achieve them, and involve the constituency in determining needs and priorities.

Establish, review, and update corporate policies, procedures, and guidelines, including publishing and distributing the *Blue Book of Basic Documents*.

Provide and administer the Girl Scout program.

Represent GSUSA in the World Association of Girl Guides and Girl Scouts.

Determine requirements and issue credentials for council charters, membership certificates, and licenses.

Establish organizational standards.

Establish Girl Scout council jurisdictions.

Provide procedures for membership registration.

Provide for research and development.

Provide for a national staff to carry out operations of the organization.

Finance the national organization.

Provide for National Council Sessions and arrange other national meetings.

Protect official emblems, badges, and insignia.

Take, receive, hold, sell, and convey real and personal property.

Evaluate and audit the national organization.

### Promotion and Interpretation of Girl Scouting in the Nation

Promote and speak for the movement.

Give leadership in a multiracial, multicultural world at home and abroad.

Serve as an ethical force in the nation.

Act as a force contributing to the development of girls and women.

Provide nationwide public relations.

Develop relations/collaborations with other national organizations.

## Girl Scout Councils: Areas of Work

### Delivery of Program to Girls and Support to Leaders

Extending Girl Scout membership to girls ages 6 through 17:

Recruit and organize girls in troops or other program groups. See *Guidelines for Developing Delivery Systems in Girl Scouting*.

Select and train leaders to work directly with girls.

Enroll girl and adult members in accordance with GSUSA procedures for affiliation.

Provide a system for bridging girls from one group to another.

Providing Girl Scout program:

See that girls have opportunity to grow in understanding of the Promise and Law.

Generate ideas for service, and arrange places for troops/groups to visit and use for outdoor activity.

Sponsor intertroop, interagency, and intercouncil activities for troops/groups.

Assist girls and adults in learning about and participating in national and international Girl Scout activities.

Supporting adult volunteers:

Offer adults opportunities to learn in many ways and from many sources.

Arrange access to Girl Scout and other program resources—books, films, camping equipment, etc.

Provide adults with opportunities to express needs and make suggestions.

### Management of the Corporation

Establish long-range corporate goals and a management process to achieve them.

Establish policies to assure the proper use of council resources in fulfilling the council's purpose.

Provide a system for delivering program to girls and support to leaders.

Provide for volunteer and employed personnel to carry out operations.

Acquire, hold, develop, and manage or dispose of real and personal property.

Fund operations and capital improvements from community funding sources available in council's jurisdiction.

Carry out charter requirements and legal responsibilities defined by state law, articles of incorporation, and bylaws.

Arrange for the election of delegates to the annual meeting of the corporation.

Conduct a council self-evaluation.

### Promotion and Interpretation of Girl Scouting in the Community

Promote Girl Scouting throughout the jurisdiction.

Collaborate with community leaders to extend membership to unserved areas and to provide program in a way to meet expressed community needs.

Serve as an ethical force in the community.

Interpret Girl Scouting to parents and to the community at large.

Obtain community sponsorship and secure meeting places for Girl Scout groups and projects.

Establish relationships with the local media.

Cultivate relationships with the United Way and other community agencies and organizations.

Source: Resources for Executive Staff Development.  
Girl Scouts of the U.S.A.,  
1982

## Questions To Consider When Developing An Affiliation Agreement

An affiliation agreement is a contract between chapters and a parent organization which spells out the division of responsibility and authority between the various groups involved. In drafting an affiliation agreement, some questions you may want to address are:

1. Who has and who should have primary responsibility for membership development and retention?
2. Who has and who should have primary responsibility for the collection of dues and other sources of income, and for the management of that income?
3. Who has and who should have responsibility for filing of corporate legal documents (articles of incorporation; tax returns; etc.)?
4. What issues are strictly local in their import, and which issues are national? In what areas should decision making authority be left to the states, and in what areas is national consensus and uniformity both necessary and productive?
5. What are the advantages of a strong national coordinating body?
6. What activities can best be handled locally? Which nationally?
7. What responsibility does the national association have for the selection, training, management, and remuneration of state association executives?
8. What role should state association executives take in the decision making process relative to state issues? Relative to national issues?
9. What advantages are there in the coordination of state executives?
10. What role should state executives play in the selection, training, management, and remuneration of national association executives?
11. To what extent should the views of state executives be considered in the formulation of national policy?
12. To what extent should the views of national executives and/or national officers be considered in the formulation of individual state policies?
13. To what extent is uniformity in state policy useful and/or necessary?
14. To what extent is autonomy in state policy useful and/or necessary? ■

APPENDIX IV  
SUMMARY OF ASPIRA ASSOCIATE AND AFFILIATE ORGANIZATIONAL CHARACTERISTICS\*

Associate/ Affiliate	Year Formed	FY 84/85 Budget	Projected FY 85/86 Budget	Number of Staff		Number of Clubs Operating in FY 84/85	Number of Youth Served During FY 84/85	Number of Volunteers	Estimated Total Number of Alumni
				FT	PT				<sup>2</sup> Number of Aspirantes
Florida	1981	\$ 75,000	\$ 200,000	?	2	4 JHS 2 HS	424	5	200 <sup>2</sup>
Illinois	1968	\$ 495,000	\$ 513,000	18	2	10 HS	1,800	15-20	30,000+ <sup>1</sup>
New Jersey	1968	\$550-600,000	\$ 550,000	17	?	?	1,760	?	6,000-7,500 <sup>2</sup>
New York	1961	\$ 1,344,000	\$1,500,000	54	20	18	3,000+	20+	35,000+ <sup>1</sup>
Pennsylvania	1969	\$ 366,000	\$ 324,347	14	20	4 JHS 6 HS	2,636	40	22,000 <sup>1</sup>
Puerto Rico	1969	\$ 912,643	\$1,140,700	59	1	None	3,000	None	11,500 <sup>2</sup>
									20,000+ <sup>1</sup>

NOTE: This information is preliminary because time did not permit verification of reported data.